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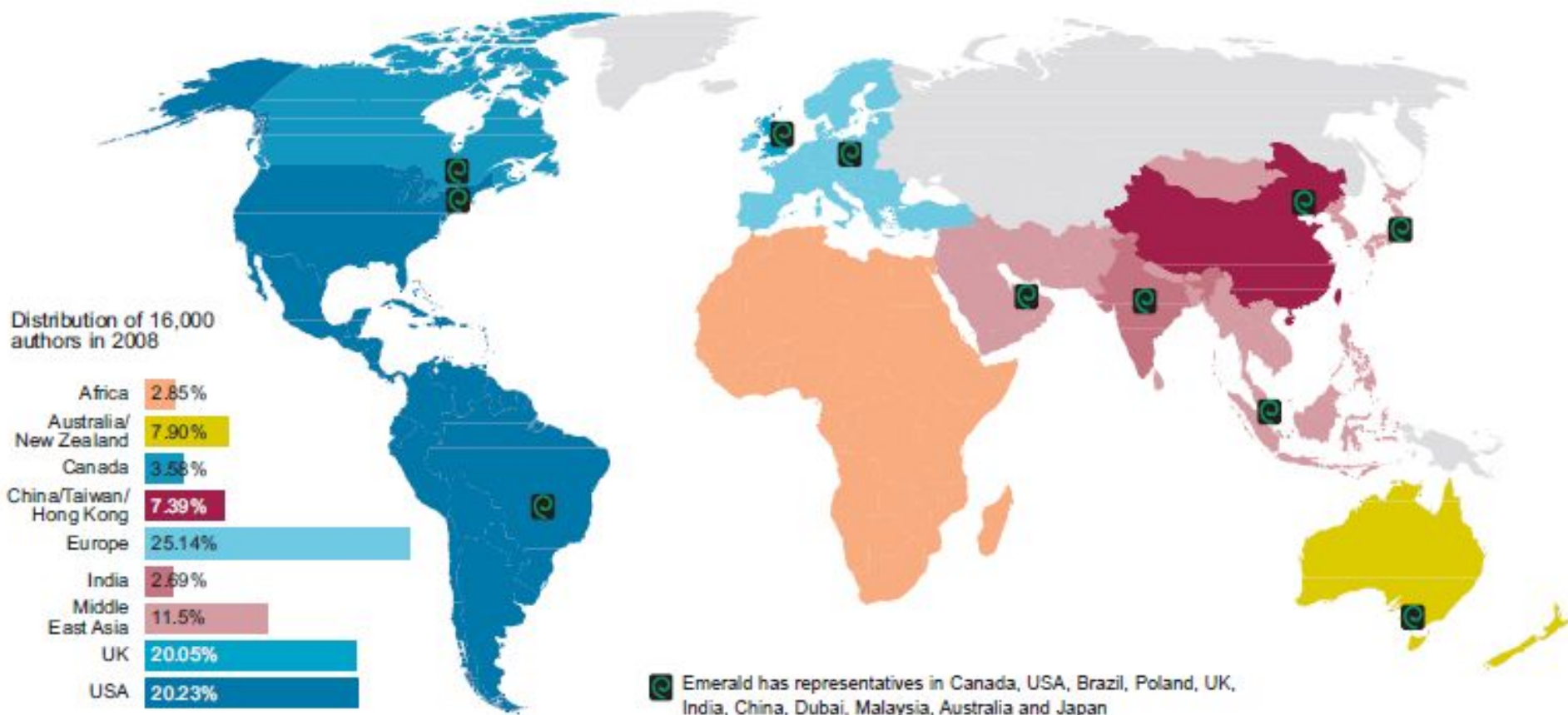
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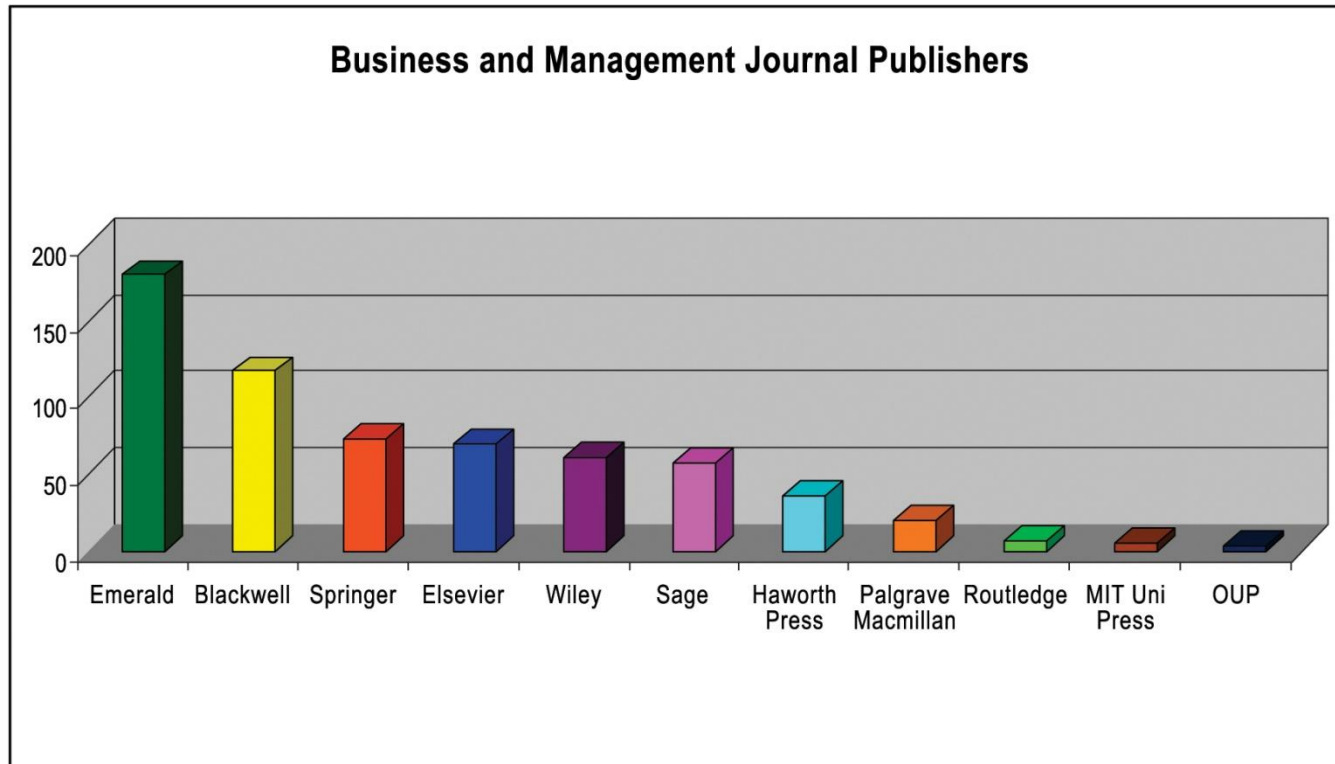
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Abstract

Purpose – This paper seeks to provide a practitioner-based review of the broad issues, challenges and opportunities that currently exist within the UK document supply sector.

Design/methodology/approach – This paper is based on a survey and personal discussions with individuals across the sector, backed up by a literature review and background research.

Findings – Currently, there are a number of areas of particular concern facing UK interlenders. Most interlenders in the UK are experiencing a reduction in patron requests, and an upswing in direct requests from other libraries. Other challenges include the reduction in funding and subsequent impacts on services, the lending of electronic documents restricted by rights management software and licences, as well as the opportunities and potential threats offered by open access resources. Finally there seems to be a need to demonstrate effectively to senior management the value of interlending services to patrons.

Originality/value – The paper provides an overview of developments in interlending within the UK sector by a current practitioner and service manager.

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Originality/value – The paper provides an overview of developments in interlending within the UK sector by a current practitioner and service manager.

Keywords Document delivery, Interlending, United Kingdom

Paper type General review

Overview

If there was ever going to be a challenging time to be an interlending librarian or team member that time is now (McGrath, 2011). Since the last review of the UK scene appeared in print (Prowse, 2009) it can be considered that there has been an effective sea change in the national interlending landscape due to a variety of mostly external influences. This is an era of ever increasing levels of electronic resources, which further exacerbates the pre-existing right-here-right-now click-through patron culture (Appleyard *et al.*, 2011). For interlenders this means dealing with the increased service demands from vastly raised customer aspirations and expectations.

When these factors are partnered with the reported reduction in the number of user generated interlending requests and placed against the background of the current global financial crisis and subsequent reductions to library budgets it may seem for document supply services that any light at the end of the tunnel may simply be an oncoming train of uncertainty than a hoped for respite.

That said, in this article will present a sense of the major fears, expectations and issues that currently permeate the UK interlending sector and demonstrate that while there are

significant challenges, the interlending community is facing up to them and seeking to make the most of the opportunities they also offer. This is illustrated by comments from UK sector practitioners and workers.

Survey of UK interlenders

In an effort to gather some broad insight from sector workers an anonymised online web-mounted questionnaire was employed (see the Appendix (SurveyMonkey, 2011)), distributed via mailing lists as well as promoted through various social networks. While specific examples are noted, most of the unattributed opinions and quotes expressed in this article are drawn from this work rather than the author.

In the survey the following questions were asked:

- 1 sector of respondent;
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- 4 anticipated biggest service challenges for 2011/2012;
- 5 anticipated biggest service opportunities for 2011/2012;
- 6 most significant recent interlending developments; and
- 7 additional comments.

Overall 46 respondents generated nearly 250 individual comments.

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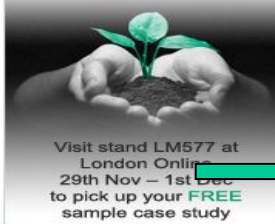
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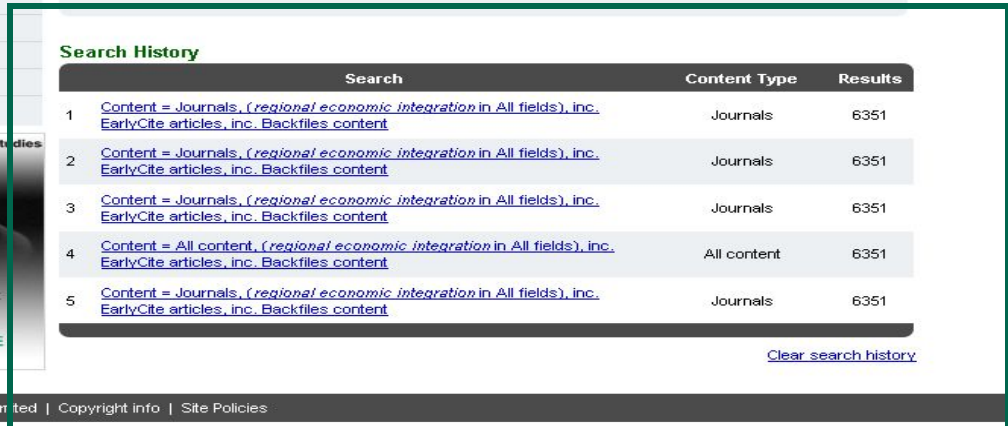
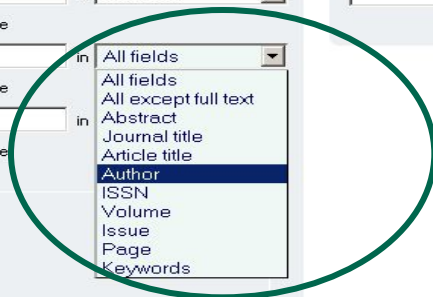
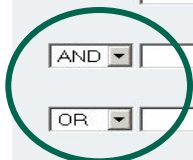
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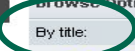
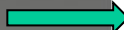
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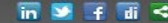
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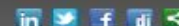
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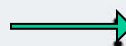
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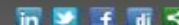
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[Forget the competency models: leadership starts with the leader](#)

Leadership competency models, although apparently a good idea, hinder rather than help individuals in the development of their leadership capabilities. Given the sound history of modelling in so many other spheres and disciplines, it would seem that extending this kind of benchmarking to leadership ought to be beneficial. Yet this thinking is fundamentally flawed. Leadership competency models inhibit leadership development.



[Leadership for a global future: commentary with Kenneth Mikkelsen](#)

Kenneth Mikkelsen is Managing Director of the Denmark-based knowledge-brokering consultancy Controverse. He has written about Executive Development for more than a decade. He writes here that companies no longer internationalize - they globalize. This new reality leads to new dilemmas and challenges for companies when they develop leaders to operate on the global scene.



[Flattery will get you everywhere: commentary with James Westphal](#)

A study finds much to question about the way directors attain special influence in the corporate world by gaining seats on multiple boards. According to a survey of 760 directors, that success has a lot more to do with boardroom conformity, flattery, and favours than with activities on behalf of shareholders, such as providing advice to company executives or actively monitoring or controlling their decision-making.



[The leader is his own mentor: commentary with Mette Vestergaard](#)

Mette Vestergaard is the CEO of Denmark-based Mannaz A/S (formerly The Danish Leadership Institute). Mannaz is a European leader in developing innovative executive development solutions and training. She writes here about every top executive carrying a personal responsibility to renew and upgrade themselves in order to meet change in the market. And how self-awareness is one of the most crucial competencies you can develop as a top executive if you wish to be at the head of a healthy organization.



[Leadership at a crossroads](#)

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